



## Year 12 Business Curriculum Map

<b>Overview</b>	<p>To study business in a variety of contexts (e.g. large/small, UK focused/global, service/manufacturing) and consider:</p> <ul style="list-style-type: none"> <li>▪ the importance of the context of business in relation to decision making</li> <li>▪ the interrelated nature of business activities and how they affect competitiveness</li> <li>▪ the competitive environment and the markets in which businesses operate</li> <li>▪ the influences on functional decisions and plans including ethical and environmental issues</li> <li>▪ the factors that might determine whether a decision is successful e.g. the quality of data and the degree of uncertainty</li> <li>▪ how technology is changing the way decisions are made and how businesses operate and compete</li> <li>▪ the impact on stakeholders of functional decisions and their response to such decisions</li> <li>▪ use of non-quantitative and quantitative data in decision making</li> </ul>					
<b>Year 12</b>	Autumn 1	Autumn 2	Spring 1	Spring 2	Summer 1	Summer 2
<b>Topic</b>	What is a Business (Unit 1)	Managers, Leadership and Decision Making (Unit 2)	Decision making to improve marketing performance (Unit 3)	Decision making to improve operational performance (Unit 4)	Decision making to improve financial performance (Unit 5)	Decision making to improve human resource performance (Unit 6)
<b>Knowledge</b>	<p>Why businesses exist. Business objectives. Importance of Profit. Business forms. Stakeholders. Shareholders and investment. External Environment</p>	<p>What managers do. Types of management and leadership styles. Decision making based on data. External impacts on decision making. Importance of stakeholders.</p>	<p>How developments in technology are affecting marketing decision making and activities (eg digital marketing and the use of social media, relationship marketing and dynamic pricing). Ethical and environmental influences on marketing decisions. market conditions and competition. how marketing decisions help improve competitiveness. The interrelationship between marketing decisions and other functions.</p> <p>Objective setting,</p>	<p>How developments in technology are affecting decision making and activities in operations (e.g. more online businesses, better links with customers, suppliers and inventory control). Ethical and environmental influences on operations decisions. Market conditions and competition. How decisions in operations improve the competitiveness of a business. The interrelationship between operational decisions and other functions.</p> <p>The value of setting</p>	<p>How developments in technology are affecting financial decision making and activities (eg crowdfunding). Market conditions and competition. Ethical and environmental influences on financial decisions. How decisions in finance improve the competitiveness of the business. The interrelationship between financial decisions and other functions.</p> <p>The value of setting financial objectives.</p> <p>The distinction between cash flow and profit.</p> <p>The distinction between gross profit, operating profit and</p>	<p>How developments in technology are affecting decision making and activities in relation to human resources (e.g. changing the nature of work, the skills that are required and ways of working such as tele-working). Ethical and environmental influences on human resources decisions. Market conditions (including the labour market) and competition. How human resource decisions help improve the competitiveness of a business. The interrelationship between human resource decisions</p>

			<p>influences on marketing objectives, the value of market research. The value of technology in gathering information. Interpreting PED and YED and the impact on business decisions. Marketing planning.</p> <p>Segmentation and the value of segmentation.</p> <p>Mass and niche marketing.</p> <p>Marketing Mix (7Ps).</p>	<p>operational objectives.</p> <p>Internal and external influences on operational objectives.</p> <p>Interpretation of operational data.</p> <p>The importance of capacity</p> <p>Importance of efficacy and labour productivity</p> <p>Lean production</p> <p>Importance of quality</p> <p>Managing supply</p> <p>Managing inventory</p> <p>Managing suppliers</p>	<p>profit for the year.</p> <p>Revenues, costs and profit objectives.</p> <p>Internal/External influences on finance</p> <p>How to construct and analyse cash flow forecasts</p> <p>The value of budgeting</p> <p>Constructing and interpreting breakeven</p> <p>Analysing profitability</p> <p>Analysing receivables and payables</p> <p>Using data for financial planning</p> <p>Sources of finance</p> <p>Improving financial performance</p>	<p>and other functions.</p> <p>The value of setting human resource objectives</p> <p>Calculating and interpreting HR data</p> <p>Influences on job design</p> <p>Influences on organisational design</p> <p>Influences on delegation, centralisation and decentralisation.</p> <p>Benefits of motivated employees</p> <p>Improving employee engagement and motivation.</p> <p>Theories of motivation</p> <p>Employee involvement in decision making</p> <p>Value of good employee and employer relations.</p>
<b>Skills</b>	<p>Understanding of how organisations operate.</p> <p>Relationship between mission and objectives.</p> <p>Measurement of profit.</p> <p>Stock Investments</p> <p>Mathematical</p> <p>Impacts of external environment -</p>	<p>Management and Leadership styles.</p> <p>Being an effective leader</p> <p>Interpreting data.</p> <p>Using decision trees.</p> <p>Managing stakeholders - stakeholder mapping.</p>	<p>Value of setting objectives - SMART.</p> <p>Market research skills - qualitative and qualitative data.</p> <p>To calculate market and sales growth, market share and size.</p> <p>Interpreting market data - correlation, confidence levels and extrapolation.</p> <p>Analysing changes in</p>	<p>Interpreting operational data.</p> <p>To calculate: Labour productivity Unit costs (average costs) Capacity</p> <p>Capacity utilisation</p> <p>Lean production techniques</p>	<p>The concept of return on investment.</p> <p>An understanding of the proportion of long-term funding that is debt.</p> <p>Calculating profit</p> <p>Constructing and analysing cash flow forecasts</p> <p>Variance analysis</p>	<p>Employment mapping</p> <p>HRM approaches</p> <p>To calculate labour turnover, retention rates, labour productivity, employee costs as a percentage turnover, labour cost per unit.</p> <p>Applying Hackman and</p>

	interest rates, exchange rates.		<p>PED and YEd (calculating). Methods of segmentation. Applying the marketing mix to commercial and industrial products. Marking product choices - by interpreting the Boston Matrix, Product lifecycle and extension strategies. Pricing strategies - skimming, penetration, competitive, loss leader. The value of branding in promotion. Use of multi distribution channels. Digital marketing and ecommerce.</p>	<p>Labour and capital intensive processes.  Methods of improving Quality  Flexibility in production methods, use of outsourcing.  Interpreting Inventory control charts</p>	<p>Calculating and analysing breakeven output, margin of safety, contribution per unit and total contribution.  Calculating and analysing gross profit, operational profit and net profit.  Analysing timings of cash flow</p>	<p>Oldhams job design.  Decision making relating to authority, span, hierarchy, delegation, centralisation and decentralisation.  Managing HR flow  Financial methods: piece rate, commission, salary schemes, performance related pay.</p>
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